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APPENDIX: 4  
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AFYB-DA-RE

11 October 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 4<sup>TH</sup> Fires Brigade Retention Standard Operating Procedures (SOP)

1. REFERENCE: AR 601-280, Army Retention Program, 05 June 2006.

2. PURPOSE: The purpose of this SOP is to outline the objectives, mission, responsibilities, organization, duties and operation of the 4<sup>TH</sup> Fires Brigade Retention Program.

3. OBJECTIVES:

a. The objective of this SOP is to ensure that retention personnel accomplish their assigned mission in an effective and timely manner.

b. The objectives of the 4<sup>th</sup> Fires Brigade Retention Program are to ensure that only Soldiers who demonstrate potential for future development and maintain a record of acceptable performance have the privilege of reenlisting. We will separate all other Soldiers under appropriate administrative procedures or bar them from reenlisting.

c. We will achieve all objectives while remaining focused on treating and conducting all retention activities with dignity and respect.

4. MISSION:

a. To reenlist, on a long-term basis, the greatest number of highly qualified Soldiers, consistent with the Army's needs.

b. To Enlist/Transfer and assign qualified transitioning Soldiers into an appropriate Reserve Component (RC) (ARNG/USAR) unit based upon Soldier qualifications and unit vacancy requirements within geographic assignment constraints.

c. To achieve and maintain Army force alignment through reenlistment of qualified Soldiers in critical skills.

d. To obtain maximum command involvement at each echelon of command.

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5. **RESPONSIBILITY:** The Retention Program is the direct responsibility of all Commanders, Command Sergeants Major and the 4<sup>th</sup> Fires Brigade Career Counselors. The success of the program depends on effective leadership, vigorous Command involvement and aggressive reenlistment programs at all organizational levels. The success is a direct indication of the quality of leadership exhibited by the officers and the noncommissioned officers. Success is measured by the achievement of the command objective with the fewest possible waivers, exceptions to policy and "movement type" options, while improving the competency and skill match of the force.

6. **ORGANIZATION:**

a. The 4<sup>th</sup> Fires Brigade Commander is the Senior Retention Officer. The Retention Officer Duties in support of his directives have been delegated, IAW AR 601-280, Para. 1-8g, to the 4<sup>th</sup> Fires Brigade Senior Career Counselor.

b. The Battalion, Company/Battery commanders are the Battalion, Company/Battery Retention Officers, respectively. Duty appointment orders are not required.

c. The Brigade, Battalion, Company/Battery Command Sergeants Majors, and Unit First Sergeants are the Senior Retention NCOs, for the units, respectively. Duty appointment orders are not required.

d. The 4<sup>th</sup> Fires Brigade Senior Career Counselor has primary staff responsibility for the 4<sup>th</sup> Fires Brigade Retention Program.

e. Each Battalion and Company/Battery will assign a "Quality" noncommissioned officer the duty of Full Time Battalion Retention NCO and Company/Battery Reenlistment NCO(s) respectively. Refer to Chapter 9 AR 601-280, for qualification and selection process. Under no conditions will an NCO be appointed as the Reenlistment NCO if he does not meet the qualifications.

f. Appoint Reenlistment NCOs on orders, in accordance with paragraph 9-4c, AR 601-280.

7. **DUTIES:** For all retention personnel are outlined in Chapter 2, AR 601-280.

a. 4<sup>th</sup> Fires Brigade Retention Officer: The 4<sup>th</sup> Fires Brigade Retention Officer will:

(1) Ensure the Command is informed on all matters relating to the retention and transition aspects of the Retention Program.

(2) Make continuing estimates of the Army Retention programs (Active Army and RC) for future planning.

(3) Submit recommendations for retention policies or changes to policies.

(4) Translate retention decisions, plans, and missions into orders and ensure distribution of the orders to subordinate units.

(5) Exercise supervision, including inspections as necessary, to ensure that retention policies are executed properly.

(6) Be alert for factors that hinder the retention efforts.

(7) Maintain retention statistics to determine the effectiveness of the retention program.

(8) Ensures that immediate reenlistments are confirmed on the RETAIN system in a timely manner.

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(9) Maintain contact with local finance personnel and public information offices.

(10) Conduct frequent personal visits to units to disseminate current information and assure maximum involvement at all levels of command.

(11) Coordinate with the servicing comptroller office to ensure that funds are earmarked to support the Retention Program.

(12) All promotional items purchased with retention funds will be directed to the retention effort and will contain retention specific logos or advertisements. Additionally, each item purchased will not exceed a reasonable cost.

(13) Ensure that every Soldier serving honorably and faithfully, who meets the eligibility requirements for retention, including those with waivable disqualifications, is counseled and interviewed as prescribed in Appendix C, AR 601-280. Soldiers will know that retention in the United States Army is a privilege earned through satisfactory performance. Waivers are approved only in meritorious cases.

(14) Every qualified Soldier who desires unbroken service will be considered for immediate reenlistment. If he is not recommended for retention the Soldier will be prevented from reenlisting or extending his service as prescribed in Chapter 8, AR 601-280.

(15) Ensure training will be conducted at least once per quarter. Training will be used to instruct all Battalion Retention NCOs, Company/Battery Reenlistment NCOs and other key personnel in their duties and responsibilities to the retention effort. The Brigade Career Counselor will present the instruction.

(a) Ensure the Brigade Career Counselor is used full-time in support of the Brigade Retention Program and is provided transportation, office space, operational budget, separate publication account and any critical assistance needed in support of the Retention Program.

(b) Ensure all officers and NCOs of the command are informed of current retention programs and changes to regulations. Ensure the retention objectives are disseminated in a fair and equitable manner.

(c) Ensure a Retention Awards Program is established to recognize subordinate units for their achievement in the retention effort.

(d) Establish a Retention Incentive Program to recognize those persons who reenlist. Announce the program by letter, dated, signed by the current commander and publicized throughout the unit. This program will add to the Incentive Program from higher headquarters.

(e) Ensure sufficient Reenlistment Publicity Items (RPIs) are obtained.

(f) Ensure the Senior Career Counselor (PMOS 79S) will deploy. In the case where the Senior Career Counselor is unable to deploy the next Career Counselor will deploy.

c. Battalion Retention Officer: The Battalion Retention Officer will:

(1) Ensure the command is informed on all matters relating to the Retention Program.

(2) Ensure a continuing estimate of the retention program is completed.

(3) Translate the retention decisions, plans, and missions into orders, ensures distribution of the orders and fair-share Retention Mission dispersement is made to subordinate units.

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(4) Exercise supervision, including inspections as necessary, to ensure those retention policies.

(5) Be alert to factors that hinder the retention program.

(6) Maintain retention statistics to determine the effectiveness of the retention program.

(7) Conduct personal visits to units to disseminate current information and assure maximum involvement at all levels of command.

(8) Ensure every Soldier serving honorably and faithfully, who meets the eligibility requirements for retention, including those with waivable disqualifications, is counseled and interviewed as prescribed in appendix C, AR 601-280. Soldiers will know that retention in the US Army is a privilege earned through satisfactory performance. Waivers are approved for meritorious cases only.

(9) Ensure every Soldier who desires unbroken service is considered for immediate reenlistment or if he is not recommended for retention, is prevented from reenlisting or extending his service as prescribed in Chapter 6, AR 601-280.

(10) Ensure the Battalion Reenlistment NCO is used full time in support of the Battalion Retention Program, is provided transportation, office space, and will not serve on roster type duties or those duties not directly in support of the Retention Program. This includes Rear Detachment NCOIC, Detail NCO, and Building Coordinator.

(11) Appoint an appropriate alternate in the absence of the Battalion Retention NCO. This includes any period that the Battalion Reenlistment NCO is on leave, or not present for duty in excess of 30 days.

(12) Ensure all officers and NCOs of the command are informed of current retention programs and changes to regulations. Also, those retention objectives are disseminated in a fair and equitable manner.

(13) Ensure a Retention Awards Program is established to recognize subordinate elements and persons for their achievement in the retention effort. Special recognition or awards are given to officers, NCOs and others who demonstrate outstanding support of the retention efforts within the command.

(14) Establish a Retention Incentive Program to recognize those persons who reenlist. Announce the program by letter, dated, signed by the current commander and publicized throughout the unit. This program will add to the Incentive Program from higher headquarters.

d. Company/Battery Retention Officer: The Company Retention Officer will:

(1) Maintain quarterly and fiscal year retention statistics. These statistics are maintained on Form 30-R, or a similar electronic version.

(2) Inspect the reenlistment DA Form 4591-R file / form binder at least once a month to ensure that required interviews are being conducted and the Retention Program is being administered properly.

(3) Establish a Retention Incentive Program to recognize those persons who reenlist. Announce the program by letter, dated, signed by the current commander and publicized throughout the unit. This program will add to the Incentive Program from higher headquarters.

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(4) Encourage maximum attendance at reenlistment ceremonies by personnel who work with the reenlistee and the Soldier's family.

(5) Provide the additional duty retention NCOs enough time to attend retention training conducted by higher headquarters.

(6) Attend the reenlistment ceremony of reenlisting Soldiers when possible.

(7) Ensure that Soldiers granted the "privilege" of reenlisting, are recognized by the publishing of their names in hometown news releases, newspapers, local bulletins or similar media.

(8) Ensure that every Soldier reenlisting or extending is eligible for continued service IAW AR 601-280.

(9) Ensure mandatory attendance of Reenlistment NCO's at the annual DA-MRTT training.

e. Command Sergeant Majors: The Command Sergeants Majors will:

(1) Advise their commanders on matters relating to the total Army.

(2) Supervise Career Counselors/full-time Reenlistment NCOs to ensure that actions required by AR 601-280 are accomplished in a timely and effective manner.

(3) Address the officers and NCOs not assigned to retention duties or who are assigned on an additional duty basis, to stimulate interest and support in the retention aspects of the Retention Program.

(4) Give assistance to subordinate units regarding the latest interviewing and counseling methods and assists in the proper display and use of promotional material.

(5) Ensure that all aspects of AR 601-280, U.S. Army Retention Program are complied with throughout the command.

(6) Encourage maximum attendance at reenlistment ceremonies by personnel who work with the reenlistee and the Soldier's family.

(7) Attend reenlistment ceremonies when possible.

(8) Ensure, when possible, that publishing their names in newspapers local bulletins or similar media recognizes Soldiers granted the "privilege" of reenlisting.

(9) Ensure that every Soldier reenlisting or extending has been verified as eligible per AR 601-280.

(10) Make a continuing estimate of the retention program.

(11) Translate the retention decisions and plans into orders and ensures distribution of the orders to subordinate units.

(12) Exercise supervision, including inspections as necessary, to ensure those retention policies, intentions and orders are executed properly.

(13) Be alert for factors that hinder the retention program.

(14) Review retention statistics to determine the effectiveness of the retention program.

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(15) Conduct personal visits to units to disseminate current information and assure maximum involvement at all levels of command.

(16) Provide a retention orientation for all newly assigned senior noncommissioned officers.

(17) Ensure the establishment of both a Retention Awards Program and an Incentive Program is established to recognize subordinate elements and persons for their achievement in the retention effort.

(18) Ensure the Retention NCO is used full-time in support of their retention program and is provided office space, an operational budget, a separate publication account, clerical assistance, transportation, and automation equipment.

(19) Submit recommendations for retention policies or changes to policies.

(20) Ensure each Battalion and company assigns a "quality" noncommissioned officer the duties of Reenlistment NCO IAW AR 601-280.

(21) Ensure that the full-time Reenlistment NCO has primary staff responsibility for the retention program and has open door access to the command sergeant major and commander.

(22) Review all requests for Bars to Reenlistment before they are submitted to the approval/disapproval authority.

(23) Ensure that all First Sergeants have reviewed the Bar to Reenlistment request and have made a recommendation of approval to their commander.

(24) Counsel all Senior Non-Commissioned Officers who have been identified for PCS but have refused to take actions, prior to the Soldier signing a Declination of Continued Service Statement.

(25) Maintain direct supervisory control of the Battalion Reenlistment NCO and ensure that the Full-Time Reenlistment NCO rating scheme consists of, Rater: Battalion Command Sergeant Major, Senior Rater: Battalion Commander and Reviewer: Brigade Commander.

(26) Ensure that the Additional Duty Company/Battery Reenlistment NCO has their NCOER written to reflect the additional duty of Reenlistment NCO and mission accomplishment percentages.

f. Unit First Sergeants: The unit First Sergeants will:

(1) Serve as an advisor to the commander on matters relating to the Retention Program and will work closely with their unit retention NCO and full-time Battalion Reenlistment NCO.

(2) Ensure that additional duty Reenlistment NCO actions are accomplished in a timely and effective manner.

(3) Ensure that all non-commissioned officers address reenlistment when talking to their Soldiers, and on their monthly counseling records.

(4) Coordinate with the transition NCO and Battalion Reenlistment NCO to ensure that all qualified Soldiers who decline reenlistment in the active army are counseled and interviewed for enlistment or transfer and assignments to RC unit.

(5) Ensure that all aspects of AR 601-280, U.S. Army Retention Program are complied with throughout the command.

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(6) Speak informally with all Soldiers who are qualified for reenlistment to give guidance for their reenlistment. The Soldier will be provided assistance and advice on both personal and professional matters. A Reenlistment NCO will counsel Soldiers on matters concerning reenlistment options that may be available.

(7) Encourage maximum attendance at reenlistment ceremonies.

(8) Ensure additional duty Reenlistment NCOs are provided enough time to carry out their retention duties.

(9) Allow the additional duty Reenlistment NCO the time to attend scheduled quarterly reenlistment training from higher headquarters.

(10) Ensure that the additional duty Reenlistment NCO's NCOER reflects these duties and their Reenlistment accomplishments.

(11) Attend the reenlistment ceremony of reenlisting Soldiers when possible.

(12) Ensure that those Soldiers granted publishing their name in newspapers, local bulletins or similar media recognizes the "privilege" of reenlistment.

(13) Ensure that every Soldier reenlisting or extending is eligible for continued service IAW AR 601-280.

(14) Review retention statistics to determine the effectiveness of the retention program.

(15) Be alert to factors that hinder the retention efforts.

(16) Ensure that all section supervisors are talking to their Soldiers about their careers to include reenlistment.

(17) Provide a retention orientation to all newly assigned commanders and non-commissioned officers.

(18) Ensure that a retention incentive awards program is established to recognize reenlisting Soldiers.

(19) Review all requests for a Bar to Reenlistment and verify that all documents are being submitted IAW current regulations and policies.

(20) Provide all Soldiers who refuse to take the required actions for PCS, with Career Counseling prior to the Soldier signing a Declination of Continued Service

Statement (DCSS) and will initial the DCSS should the Soldier still refuse to take the actions needed for PCS eligibility.

g. Brigade Career Counselor: The Brigade Career Counselor will:

(1) Advise the Commanders and Command Sergeants Major on matters relating to the total Army Retention Program.

(2) Oversee the subordinate Career Counselors and Reenlistment NCOs as they interview Soldiers providing retention counseling and career guidance.

(3) Assist subordinate units regarding the latest interviewing and counseling methods and assist in the proper display and use of promotional material.

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(4) Brief officers and NCOs not assigned to retention duties or who are assigned on an additional duty basis, to stimulate interest and support in the retention aspects of the Retention Program.

(5) Obtain up to date information on reenlistment bonuses for prospective reenlistees from the servicing finance activity.

(6) Supervise Full-Time Reenlistment NCOs and Additional Duty Reenlistment NCOs to ensure that actions required by 2-2f, g, i, AR 601-280 are accomplished in a timely and effective manner.

(7) Coordinate with the transition NCO and subordinate Reenlistment NCOs to ensure that all qualified Soldiers who decline to reenlist in the Active Army are counseled and interviewed for enlistment or transfer and assignment to a RC unit.

(8) Prepare and conduct formal training to ensure all personnel who do not hold Primary MOS 79S are familiar with all aspects of the US Army Retention Program to include interview techniques, career planning and RC opportunities.

(9) Conduct quarterly inspections of Battalion retention programs. Provide appropriate reports of findings to the Battalion, Brigade Commanders and Command Sergeant Major for corrective actions.

(10) Ensure that all aspects of AR 601-280, US Army Retention Program, are complied with throughout the command.

(11) Establish control procedures, which will allow for an effective and professional retention program. Control procedures to be established are: Determining eligibility for reenlistment / extension.

(a) Employ the Army's Reenlistment Counseling System Techniques with the Reenlistment Data Form (DA Form 4591-R).

(b) Control of pending reenlistments/extensions.

(c) Processing of reenlistment/extensions.

(d) Quality control and processing of local Bars to Reenlistment and Declination of Continued Service Statements (DCSS).

(12) Deploy with the Brigade as deemed necessary by the Brigade Commander and Command Sergeant Major.

(13) Implement policy and guidance as given by the Brigade Career Counselor / Brigade Retention Officer. Guidance could be released in Guidance Memorandum format, electronically or verbally.

(14) Support and assist the Battalion Commander and Command Sergeant Major in the selection process of the full-Time Reenlistment NCO and the replacement of any Reenlistment NCO failing to achieve Retention Program success in any area.

(15) Plan and coordinate unit programs geared at; achieving retention mission overproduction, in every category, preparation and implementation of quarterly retention training (Brigade and Battalion), unit level interaction with briefings, OPD's, NCOPD's and routine office calls with unit leadership.

h. Battalion Reenlistment NCO: The Battalion Reenlistment NCO will:



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- (1) Serve as an advisor to the commander on matters relating to the Retention Program and work closely with the primary duty Brigade Career Counselor.
- (2) Contact persons informally who are recommended for reenlistment, including Those requiring a waiver before reenlisting, to give personal aid and guidance for their reenlistment.
- (3) Advise the commander on individual reenlistments, unit retention rate, and changes to the retention program, retention procedures, options available and changes to regulations or policy affecting the retention program within the unit. Post quarterly and cumulative statistics in the commander's office so that the commander can determine if retention objectives are being met.
- (4) Ensure that current and complete information is recorded on the reenlistment data.
- (5) Maintain AR 601-280, AR 600-9, AR 614-30, AR 25-50, AR 635-200, the enlisted and all ranks personnel, all RETAIN messages and referenced AR's.
- (6) Interview all Soldiers providing counseling and career guidance, regardless of their current eligibility status.
- (7) Supervise additional duty retention NCOs to ensure that actions required by Paragraph 2-2f, g, I, AR 601-280 are accomplished in an effective and timely manner.
- (8) Coordinate with the Transition NCO and subordinate additional duty Reenlistment NCOs to ensure all Soldiers meet scheduled counseling sessions.
- (9) Prepare, announce, and conduct training for all additional duty Reenlistment NCOs quarterly. Conduct an AAR and file with Training Packets.
- (10) Announce and conduct quarterly inspections of subordinate unit retention programs and provide appropriate reports of the finding to the Company, Battalion Commander, Command Sergeant Major, and First Sergeant for corrective actions.
- (11) Ensure that all policy and administrative requirements are completed IAW the Brigade Senior Career Counselor directives.
- (12) Deploy with units and perform duties as Battalion Reenlistment NCO in a deployed operation. IAW current contingency operations plan.
- (13) Implement policy and guidance as given by the Brigade Senior Career Counselor/ Brigade Retention Officer. Guidance could be released in Guidance Memorandum format, electronically or verbally.
- (14) Actively support and assist the Company Commander and First Sergeant in the selection process of an Additional-Duty Reenlistment NCO and the replacement of any Reenlistment NCO failing to achieve Retention Program success in any area.
- (15) Actively plan and coordinate unit programs geared at; achieving retention mission overproduction, in every category, preparation and implementation of quarterly retention training (Brigade and Battalion), unit level interaction with briefings, OPD's, NCOPD's and routine office calls with unit leadership.

i. Company Reenlistment NCO: The Company Reenlistment NCO will:

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(1) Serve as an advisor to the commander on matters relating to the Retention Program and work closely with the primary duty Battalion Reenlistment NCO.

(2) Informally contact persons who are recommended for reenlistment, including those requiring a waiver before reenlisting, to give personal aid and guidance for their reenlistment.

(3) Advise the commander on individual reenlistments, unit retention rate, and changes to the retention program, retention procedures, options available and changes to regulations or policy affecting the retention program within the unit. Post quarterly and cumulative statistics in the commander's office so that the commander can determine if retention objectives are being met.

(4) Ensure that current and complete information is recorded on the reenlistment data cards (DA Form 4591-R).

(5) Maintain AR 601-280, AR 600-9, and AR 614-30. Optional (but recommended) maintenance of both enlisted and all ranks, AR 635-200, AR 25-50, and RETAIN messages.

(6) Interview Soldiers providing counseling and career guidance.

(7) Ensure that actions required by Paragraph 2-2f, g, I, AR 601-280 are accomplished in an effective and timely manner.

(8) Coordinate with the Transition NCO to ensure all Soldiers meet scheduled counseling sessions.

(9) Ensure that all policy and administrative requirements are completed IAW the Battalion Reenlistment NCO directives.

8. INTERNAL OPERATIONS: Policies and standards of conduct for retention personnel are outlined in Chapter 2 and Chapter 9, AR 601-280.

9. REVISIONS TO THIS SOP: Suggested additions, deletions or changes to this SOP will be incorporated upon approval of the 4<sup>th</sup> Fires Brigade Retention Officer. Forward all suggested changes to the 4<sup>th</sup> Fires Brigade Retention Office.

10. CONCLUSION: Success in retention is the result of effective leadership. This SOP is published to assist in our retention effort. Use it as a foundation for establishing an aggressive) and effective retention program. A positive approach to this all-important program will result in success for the 4<sup>th</sup> Fires Brigade, 4<sup>th</sup> Infantry Division and the United States Army.

For the commander:

ALLEN W. BATSCHELET  
COL, FA  
COMMANDING

DISTRIBUTION:  
A

CF:  
Each Retention Office